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Helping your Employees create a sense of Community

Simple Steps to Small Talk Success

Call centres, along with all business, face a challenge in today's tough economic situation. They need to ensure their employees do a good job, understand the customer, keep control of the conversation and, at the same time, they need to reduce turnover and keep costs down. A welcoming and comfortable workplace where there is a sense of community is a very effective way of reducing turnover. Engaging in small talk is an excellent way of creating that sense of community and of getting to know co-workers.

However, as the following vignette will illustrate, often newly arrived Canadians may not realize how important small talk is or how to do it.

"John" (not his real name) once told me how proud he was of how efficiently he handled his co-workers' questions. He didn't waste any time talking about the weather, or the weekend, or how they were doing. John went straight to the point and gave them exactly what they needed to know. Thinking that busy people would surely appreciate such economy, he was surprised and somewhat offended to see that people stopped coming to him for help. They would go to his colleagues and would spend time chatting about nothing. John really didn't understand what was going on and what he could do to change things.

In the situation above, John starts to feel alienated from his co-workers- not the best way to create a warm and welcoming work environment. Someone who is good at small talk, as Debra Fine explains in her book, *The Fine Art of Small Talk*, makes people feel welcome and included. It enables us to break the ice with coworkers, feel comfortable in our workplace and even network more effectively. In the social world of the workplace, skilful small talk helps employees improve work relationships and avoid conflict. This leads to a more harmonious workplace and less turnover. However, as illustrated above, some new Canadians need help in learning how to make small talk. A few simple steps on your part can help break the communication barrier. You may not realize that you have the language skills to help your colleagues and direct reports communicate more successfully. Here are a few quick tips to help you open the door:

- Initiate small talk with your newly arrived colleagues and direct reports: Be the one that starts up small talk; initially, they might not feel comfortable beginning the conversation.
- Be aware of challenging subject areas: Some employees who aren't originally from Canada feel that small talk is difficult because they don't know anything about sports (like hockey), about a major local news event or about a popular TV show.
- Try to focus on broader topics that don't require a lot of specific knowledge or vocabulary: Weather, family, weekend plans are always great places to start.
- Check in with them to see if they know what you're talking about if you do make some small talk about a TV show, or a local news or sports event: When you bring them up to speed they will be better able to contribute to the conversation.

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- Volunteer a simple explanation: They may not know some of the key terminology around a particular small talk topic and would certainly welcome a quick description if you were to offer one. Also, idiomatic expressions are often misunderstood: “He doesn’t have a leg to stand on” might be very confusing. Rather than avoiding such expressions, take a moment to explain what they mean.

In addition to the above strategies, we have a few general tips that will help you create a welcoming environment where your employees will feel more comfortable communicating.

First, let them know what they need to learn. If you have identified a language habit they need to change, it is important to share this information. For example, if they speak too quickly, tell them they need to slow down to be better understood. Or, when chatting with your employees, you may feel like you’re doing all the small talk work in the conversation. Explain that both people are responsible for the conversation and it is helpful when the other “plays along”.

Also, be explicit about the social norms of company culture. For example, if someone needs to engage in more small talk to improve their work relationships, let them know that chatting briefly with people is acceptable work behaviour and it’s appropriate and expected that they contribute.

A further example might be your open-door policy where most of your direct reports drop by informally once a week to chat and update you on their work. If you notice that your new employee never stops in, or when they do they get straight to the report, take a moment to talk about your expectations. Let them know that you would like people to come by once a week or so and that it’s helpful to have a bit of social chitchat before getting down to business.

Finally, know that new Canadian employees will appreciate your taking the time to help them improve their language skills. They are extremely eager to communicate more successfully in English because they know it will help them do a better job. Additionally each member of the team understands how your predecessor completed the task. Many will expect you to maintain the status quo. Human nature is such that status quo is comfortable and is safe for most staff. Change on the other hand is uncertain and involves risk. So the backdrop as you walk into your first team meeting will have undercurrents of jealousy, suspicion and an expectation of more of the same.

By Andrea Griggs and Sara Anderson, Guest Columnists.

Andrea Griggs is a language coach who works with people to help them improve their language and communication skills. She’s the owner of Catalyst Communication. Sara Anderson is an associate. You can find many links to great resources on their website at: www.catalystcommunication.ca

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Dell to charge for US based support calls

If you prefer a customer-service agent who speaks “American,” then computer maker Dell has a deal for you. Catering to consumers put off by the accents of Bangalore, Manila and other call-center hubs around the globe, Dell will guarantee—for a price—that the person who picks up the phone on a support call will be, as company ads mention in bold text, “based in North America.”

The Your Tech Team service, with agents in the United States, costs \$13 a month for customers with a Dell account, or \$99 a year for people who buy a new computer. It also promises that wait times will average two minutes or less. Without the upgrade, a customer is likely to get technical help from someone in India, the Philippines or the other places where Dell has operators. By charging customers extra for a North American voice, Dell’s program represents a novel strategy for easing the strains of globalization while maintaining profit, industry officials said.

Occasionally, “we’ve heard from customers that it’s hard to understand a particular accent and that they couldn’t understand the



instructions they were getting,” said Dell spokesman Bob Kaufman. “This illustrates Dell’s commitment to customer choice.” Complaints about customer-service agents based in other countries are an everyday phenomenon across several industries. For many US consumers, the diverse accents that come across customer-service lines constitute one of the most pervasive reminders of globalization and the offshoring of jobs. That can make personnel in the call center targets for American anger. Companies can save 50 percent to 75 percent on their call centers by putting them overseas, according to industry analysts. But getting a customer-service agent with whom it is easy to communicate ought to be a service that is provided gratis, some industry analysts said.

“Most people in the customer-service world believe that if you have sold me a product, then support for that product should be free,” said Lyn Kramer, managing director of Kramer and Associates, a call-center consultancy. Jitterbug, a cell-phone company that markets to older Americans, similarly boasts in ads that its operators are in the United States, but it does not charge extra to speak to them. The company’s television spots advertize “US-based customer service” and show a headset draped in an American flag.

“You’d be amazed how many customers ask, ‘Where are you based?’” said David Inns, Jitterbug’s chief executive. “The response we get when we say, ‘We’re in Auburn Hills, Michigan, Ma’am,’ —well, they love it.”

Although airlines, banks and some retailers have overseas call centers, computer makers have been particularly apt to put call centers in foreign countries. According to an online survey conducted by CFI Group, more than a third of respondents who recently made a call for computer support reported that the person they reached was outside the United States. The customer-satisfaction score for overseas PC call centers was 23 percent lower than for US call centers, CFI Group reported. “The customers say, ‘The agent just doesn’t understand what I’m trying to do,’” Kramer said. “The customer explains his or her request three or four times, and then they get a rote answer back.” Many companies, she said, have “escalation procedures” to use when callers struggle to communicate; eventually, many such calls are routed back to the United States. Though some have suggested that the friction between US consumers and foreign operators arises from prejudice, some observers see it differently.

“I hear people say all the time that people who complain about call centers in India are being racist or nativist—but it’s not as simple as that,” said Sharmila Rudrappa, a sociology professor at University of Texas at Austin and a native of Bangalore, India. “If you need tech support, it already shows you’re having a crazy time getting your Dell computer to work. And when things go haywire, you want assurance, you want familiarity, you want someone to hold your hand and say it’s OK. What you don’t want is to have to work at understanding the person on the other end of the line.”

Deepak Desai, chief executive of GlobalEnglish, a company that sells a program to improve the business-English skills of overseas workers, attributed at least some of the problem in India to the call-center industry’s trouble recruiting employees who have mastered the language.

“There’s a large chunk of people who can communicate in English somewhat, but if you put them on a call interacting with an angry American—that’s hard,” he said. Though the job puts them in contact with people halfway around the world who are often upset about something—a missed reservation, a technical problem, an accounting snafu—many in developing countries consider such a spot in a call center “a good job,” Desai said. They try to learn American slang, to say “zee” instead of “zed,” and they take on American-sounding nicknames such as Jimmy.

“People in the developing countries are hungry for any material that will improve their skills,” Desai said. “There’s a real hunger to improve.”

Enough Americans are frustrated by them, however, that companies such as Jitterbug have concluded that keeping their call centers in the United States is the best option.

Inns said the company briefly considered putting call center overseas—he, too, had heard that costs could be radically cut.

But he said those estimates leave out the cost of frustrating customers. “What’s missing from those estimates is what the impact is on customer satisfaction and what is the impact on first-call resolution” — that is, resolving the issue in one try.

“This is not a protectionist philosophy,” he said. “At the end of the day, my data and experience say that Americans are better at providing customer service to Americans—that’s all.”

The above article was originally published in the Washington Post

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Editorial- Dells Move a Boon or Bust?

So Dell believes they have found a solution to the level of dissatisfaction that customers feel when dealing with their offshore contact centers. For just \$13/month or \$99 a year you can speak with US based support agents with a wait time of two minutes or less. Those customers who do not enroll in the 'Your Tech Team' service will continue to be handled by offshore centers.

So is this really a solution? Will customers enroll in this new service?

Well it may represent a solution for Dell as they struggle to balance the cost savings associated with offshore centers (estimated at 20-30%) with the ire these very centers raise with their customers.

To answer the second question, yes, I believe that customers will take advantage of the service, in part to gain what they perceive to be better service, but also for patriotic reasons. Patriotism as a rationale may surprise some of you, but certainly we have heard the rhetoric about bringing back American jobs and the evils of outsourcing from politicians and in the business and mainstream media. But this sentiment resonates well with many Americans and this has been recognized by some service companies. Jitterbug a company that provides cellular phone service to older Americans states in the television ads that they have "US based customer service", and shows a headset draped in a US flag. Jitterbug has included or 'buried' the increased cost of domestic contact center services in their pricing.

Contact Centers of America (CCA) is an outsource service provider with a mission to 'bring back Customer Service jobs to America'. Their advertising and marketing material is clearly designed to invoke a patriotic response. Now CCA does have a strategy to offset in part the higher cost by co located their centers on/near Universities and Colleges and partnering with these learning institutions to provide job training, co-op and student employment at lower and/or subsidized rates. So CCA reduces the base cost of US based service through partnerships, Jitterbug includes it in the price and Dell offers pay for service.

None of this is really new, the same thing has occurred in the UK starting five years ago. With a backdrop of weekly and almost daily horror stories in dealing with offshore centers, banks and insurance companies specifically began touting UK based call centers in their ads on television and in print. In fact a UK based call center was positioned a reason enough to move your bank account, since the actual products all banks sell is virtually the same.

Dells' shift may just be the thin edge of the wedge as companies look for ways to improve customer loyalty and retention. Clearly forcing customer to deal with a contact center where the customer has difficulty understanding the agent can be frustrating.

Frustrated customers do not align well with improved loyalty or repurchase.

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IQPC Call Center Summit- Review

I attended Call Center Summit in Orlando which just wrapped up (January 29th) and it was a bit of a disappointment. Attendance was about 150 people (down by about 20% I am told from last year) with 15 or so exhibitors (also down from last year).

The show was O.K. a lot of recycled content and too little original material, but that is normal for most shows. Of course the IQPC model is to offer sessions to exhibitors and sponsors. This leads to very thinly veiled commercials masquerading as content. I always have had a problem with paying to watch a commercial.

There were a couple of very good sessions on 'Maintaining Control in a Virtual Contact Center Environment', by Prem Uppaluru of Transera. The completeness of the Transera solution for integrated management of numerous disparate outsource centers is quite impressive. If you employ multiple outsource agencies with multiple locations you really should look into this solution to improve management and reduce costs. As an aside, I first met Prem five years ago when the Transera solution was just a concept. In the past five years they have implemented brilliantly.

The session by Steve Sullivan of CIT on 'Optimizing Contact Center Resources during Tough Times' was really mislabeled as it focused almost entirely on automated outbound communications (outbound IVR and SMS) as a cost effective tool to improve communications and preempt inbound calls. While Steve's focus was from the collections industry the information has application to every contact center operator.

The show management itself had some problems: technology in the sessions, a guide that didn't identify session rooms, incorrect session titles, and associated speakers, and a keynote that turned into a webinar. Following the show the presentations were slow to get posted and the embedded videos were lost.

Personally, I don't think the show was worth the cost \$2,500 to attend, but as they say "you only need one idea you can use to pay for the conference".

By Colin Taylor



The Challenges in Employing Research Reports to Make Purchase Decisions

The following is a discussion paper published by TRG December 18, 2007

There are a number of sources where call and contact center operators can gain insight into the offerings of contact center telephony vendors. The majority of these are provided or sponsored by the vendors and as such are suspect to greater or lesser degrees. There are a few research organizations that research and provide assessments of the vendors. Even these though are not



perfect as many are based upon vendor submissions and interviews and can only be as good as the research analysts' questions and depth of research completed.

In reality each call or contact center is unique and has unique requirements. Whitepapers and research studies can be helpful in assessing which vendors may be able to deliver possible solutions for your center. There is however no substitute for conducting a detailed assessment and analysis of your own requirements.

Selecting and purchasing call/contact center telephony is a significant decision. For organizations that rely upon their center as a primary customer interface, and who doesn't today, a bad purchase decision has significant financial and career limiting impact. So perhaps it shouldn't be a surprise to see people and organizations relying on 'research' from big name firms to validate their own findings and in some cases as the primary basis of a purchase decision.

Before committing to a business decision based upon a research study, it is important to understand the methodology and objectives of the study. For example Gartner in describing their methodology for their 'Magic Quadrant' research studies, state that their study provides "snapshots of markets and their participants"¹. Further Gartner also states in explaining their methodology, "is not intended to be an exhaustive analysis of every vendor in a market".

A look at the methodology employed by Gartner maybe cause to examine more closely the suitability of their study as a basis for a business decision. The Magic Quadrant scoring is broken down into two components "Completeness of vision" and "Ability to execute". On the surface few would argue about the value of these two assessment criteria in an assessment; but a deeper dive surfaces more than a few questions.

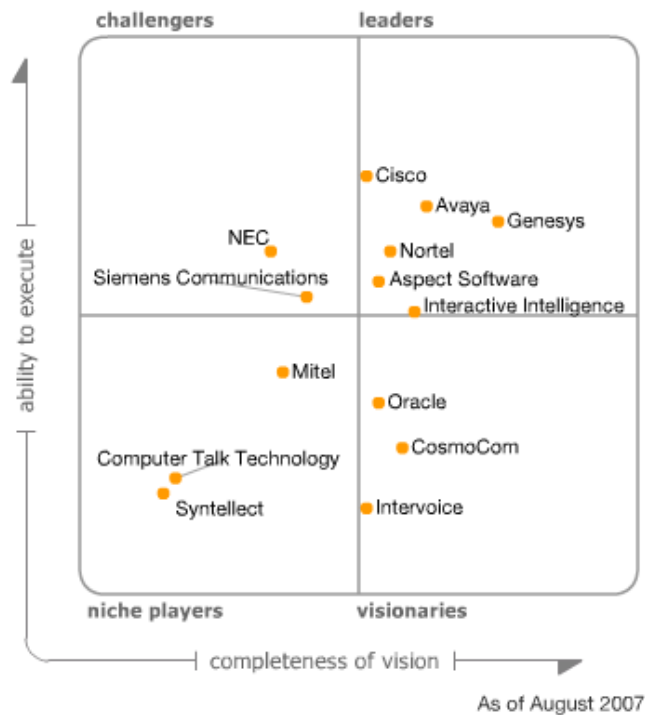
The research is heavily weighted to information provided by the vendors through briefings, product documentation, and client provided references. This approach increases the likelihood that the vendors are able to secure a superior review due to the effort they devote to disclosing and managing information provided to Gartner. This is likely more often the case in "completeness of Vision" which deals to a large degree with the product roadmap and future development. The "Ability to Execute" by nature is focused on the information and references provided by the vendor. Every vendor has clients who love them and will provide a positive and flattering point of view.

While the results reflect the data generated by the process, it is not without challenges. All potential purchasers would be wise to keep a few relevant points in mind:

1. The vendors assessed are not all inclusive. Some organizations do not participate in the process. The vendor may be too small or simply not focused on the contact center market space.
2. Magic Quadrant results may not be representative of the real world customer experience. For example, Cisco ranks very high in the Gartner assessment, below.

Figure 1. Magic Quadrant for Contact Center Infrastructure, North America, 2007

¹ Gartner -Magic Quadrants and MarketScopes: How Gartner Evaluates Vendors Within a Market



Source: Gartner (August 2007)

Yet Cisco implemented in spring 2007 their new 'A2Q' (Assessment to Quality) process. This requires all resellers and integrators (this includes their top tier 'Gold Certified Partners') to allow Cisco two weeks to review all code before it is deployed. This is certainly a positive step given the inherent complexity in the Cisco solution. It is designed to provide a superior end result. It can also be seen as a response to significant stability issues that Cisco has had with their contact center product.

In one case that TRG is familiar with a client was unable to complete call routing and reporting for almost six months following a change to their auto attendant messaging. Yet in the 2007 Magic Quadrant Cisco received the highest marks for 'Ability to execute'. Cisco is not the only example:

Oracle touts their Oracle Seibel hosted CRM as being recognized as a leading platform. Yet this too has been plagued by stability issues, unresolved help desk tickets and an ineffective offshore help desk. In this case Gartner identified Oracle as a 'visionary'. A less flattering label may well be that of vaporware, because the solution doesn't deliver what it promises.

The Magic Quadrant assessment does not include all vendors in the market. Some are too new, some are too small and some simply elect not to participate in the process. One example of an omitted vendor is ShoreTel. ShoreTel is a publically traded IP telephony vendor (SHOR) which was a late entrant into the call and contact center market space. The company deployed their first IP PBX solution in 1998 and did not have a fully featured call/contact center offering until 2004.

ShoreTel however has an advantage over many of their competitors in both the IP PBX and Contact Center markets. They developed their solution from a blank page. ShoreTel is not encumbered by legacy equipment and a desire to ensure compatibility and future migrations from a legacy base. Nor have they assembled their code based upon acquisition and the inherent integration of thousand of lines of code to complete specific or discrete tasks and activities. Freedom from these restrictions has allowed ShoreTel to develop and deploy a good call/contact center platform. While the ShoreTel solution may be somewhat less robust than other solutions on the market today, depending upon the user requirements it may well be the best alternative for a significant percentage of contact center operators.

The following chart outlines the results of TRG call/contact center vendor selection engagement that was completed for a Fortune 500 company with more than 650 agents in numerous centers across the country.

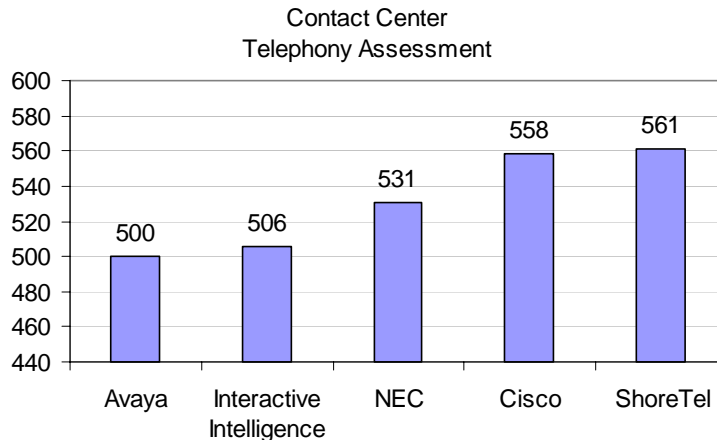


Figure2- TRG- Commissioned Assessment

Specific user requirements were developed (41 mandatory and 14 future requirements). Bids were solicited from 14 firms including all of the major players in this sector including: Cisco, Avaya, Nortel, NEC, and Interactive Intelligence, as well as Mitel, ShoreTel and others. Cisco, NEC and ShoreTel were short listed. At the end of the process it was ShoreTel was number 1 in the rankings ahead of Cisco as #2. There were a total score of 625 possible.

The results above are not to suggest that ShoreTel is the best solution for every company. Nor that ShoreTel has the best functionality for every application. It doesn't. It does suggest that when companies examine their needs and look for the vendor that best meets those needs they may be surprised, with the result. ShoreTel for example offers a competent call center solution, with many of the enhancements organizations are seeking today.

Clearly while the Gartner Magic Quadrant is very informative and does provide an insight into the vendors selected, it is, at the end of the day a "snapshot". A snapshot that is skewed based upon Gartner's vendor selection and assessment model. This research is a good starting point of reference for understanding the vendors. But by its very design it is skewed to those vendors who invest the greatest amount of time and resources to manage this process. This should be a point of caution for any organization that bases their purchase decision on this or any other similar reports; and thinking that "nobody gets fired for buying IBM" (or basing their purchasing decision on a well regarded research report).

So what is the preferred method for making a purchase decision? As stated previously, each call or contact center is unique. So should be the solution to meet those needs. There is no 'one size fits all' solution. The best solution will be one that meets the company's needs today and expected future requirements. Employing an independent consultant can assist an organization in clarifying and weighting the functional requirements for today, the 'nice to have' and functionality expected to required in the future. This may also be completed internally if the resources and competencies exist. Developing a Request for Proposal (RFP) that sets out clear requirements is a logical next step in the process. Scoring the responses against the predetermined criteria ensures that the best vendor to meet your current and future needs is identified. Lastly, complete due diligence to prove the ability of the vendor to deliver the desired functionality in the manner required completes the assessment process.

Follow the above steps ensure that you and your organization end up with the solution you need and not just one that has received research accolades. You will own this decision for a long time. Make sure it is the right one for you.

For more information about The Taylor Reach Group, Inc. please visit our website at www.thetaylorreachgroup.com.



Newsworthy

In this regular column we review the latest news, predictions and trends impacting on the Call Center / Customer Interaction Industry.

Up to 7000 agents required to support DTV conversion

Now outgoing FCC Chairman Martin is getting kicked by a commissioner from his own party.

Commissioner Robert McDowell, who could soon be the only Republican on the panel, added to the pile-on at the Consumer Electronics Show, and in a letter on the eve of Martin's final meeting as chairman, lambasted the commission's preparation and coordination for a possible crush of inquiries just five weeks from the Feb. 17 transition date.

McDowell specifically criticized the quality, so far, of the call center set up by the FCC to help viewers with the transition. He said his experience at 1-888-CALL-FCC frequently involved busy signals or phones ringing for two minutes before being answered by an automated operator. Callers seeking a live voice get disconnected, and operators don't seem to be there on weekends.

"In short, it appears the Commission's efforts to date are inadequate," McDowell wrote. "As neither I, nor either of our colleagues, have been consulted in advance or otherwise to assist with the tasks at hand, I cannot be certain regarding the extent of the Commission's shortcomings.

He also expressed concern that Requests for Proposals, including on the all-important outsourced all centers, are still pending. As reported in the Jan. 21 issue of TV Technology, the RFPs for the call center—which Martin said might include as many as 2,300 live operators to help tackle about 125,000 calls an hour during the key first days of the analog shutoff—were due Jan. 9.

"I believe the Commission's outreach and call center efforts can be remedied in time, but we have an extraordinary amount of ground to cover in a short period of time," McDowell wrote. "To accomplish this daunting task, the Commission must be better organized, more energetic, and must coordinate its efforts in a more open and collaborative manner."

Wednesday Martin was in his home state, North Carolina, on a DTV outreach trip.

In December, Martin told Congress that as many as 7,000 live operators might be needed for the possible call volume, including those in call centers organized by broadcasters, cable companies and others.

TV Technology

Man arrested for threatening agent

A man was arrested by police on Australia Day for threatening a contact centre agent.

Police said the 42-year-old Sydney man made several nuisance calls to the emergency hotline and threatened an operator. After tracing his number, police went to his house and took him into custody.

The man will appear in court on February 19. Police in many areas across the country warned they would have a policy of zero tolerance with regard to behavior on Australia Day.

DM News

Manila agents complain of NZ backlash

Philippine agents outsourcing for New Zealand Telecom's directory assistance line have complained of a negative response to their accents by NZ callers, according to local media.

In an internal Telecom question-and-answer document, revealed by The Dominion Post, staff members reportedly pitched questions to management about the contact centre trial in Manila in the Philippines. The document had a question from a staff member who said customers were being aggressive towards them because they had an accent. "I even had one tell me off for taking a New Zealander's job," the employee said.



"I am concerned that it could get worse can you give me any ideas on how to handle these conversations please." Telecom reportedly responded: "Explain that you are based in New Zealand and that just like our nation, our contact centres have many diverse cultures and nationalities in them." Another employee asked about sensitivity of the Maori pronunciation of place names and people's names, as "this is often a problem when dealing with a foreign call centre". Telecom said all Manila staff completed two weeks of accent and conversational English training, which covered pronunciation of names and familiarization of New Zealand culture. Telecom employs about 1000 call centre staff in New Zealand and 450 in Manila.

Callcentre.net

THERE CAN BE A LOT OF QUESTIONS REGARDING YOUR CONTACT CENTER

Are our service levels competitive? Why is our turnover so high? How can we increase revenue generation? What new technology will improve our effectiveness? What do our customers think of our service? How do we measure up against our competitors? How do we make customer service a strategic asset? Should we consolidate our contact centers? How can we improve the accuracy of our forecasts? Can we improve performance and reduce costs? How can we increase first contact resolution? Should we be looking at outsourcing? How do we select a new location for our contact center? Would 'home agents' improve our performance? How happy are our channel partners with our service? Have we optimized our contact center processes? Are we measuring the right things? How can we deal with rapid growth in contact volumes? How do we improve efficiency? Will our disaster recovery plan work? How can we support the new sales/marketing initiatives? Are we fulfilling our Mission Statement through our contact center? Are we doing the right activities in the contact center? Can we automate the contact center and keep the human touch? Will our customers accept speech recognition instead of a live agent? Are our wait times reasonable? How can we improve agent productivity? Is occupancy the best measure for agent performance? How satisfied are our agents? Are we staffing the center appropriately? How can we improve the customer experience? How much wrap up time do our agents need? How can we cost justify the new technology we need? How do we reduce costs?

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Inside TRG

LinkedIn

There are now more than 100 LinkedIn groups that are related to Call and Contact centers. Some are very large like The North American Call Center Professionals with, I believe, more than 6800 members to some small groups with only one member (Very sad). Some groups focus on specific activities such as recruiting or outsourcing groups and some are geographic. Toronto, Houston, and Phoenix all have groups on LinkedIn. I have found that some thoughts offer good value while others feature old, stall posts, and little meaningful dialogue. Can these groups help you? Well you will need to join and see for yourself, but from my point of view there is some good value and great contacts that can be made in many of these groups.

If you would like more information on which groups I specifically prefer contact me at ctaylor@thetaylorreachgroup.com or Connect with me on LinkedIn <http://www.linkedin.com/in/colintaylor>

Looking for a Good Read?

Check out Colin Taylors Blog: Call Center Perspectives at <http://callcenterperspectives.blogspot.com>

Case Study

In this regular column we review the successes that TRG is part of.

TRG proves concept for marketing firm

TRG helped an established marketing company dramatically reduce their sales costs through the implementation of a telesales program.

The Challenge:

This very successful marketing firm has historically sold participation in their program through the use of a field sales force. Company management wished to improve their sales efforts and asked TRG to suggest how this could be done. TRG assessed the process and recommended the creation of a telesales team to generate and qualify sales leads and even sell the product where this was possible. The client didn't wish to make significant changes to their operating model until the concept was proven and asked TRG to prove the concept.


The Process:

TRG worked with the marketing and management group and developed an effective script and support materials and began to contact the prospect database. The majority of prospects had previously been approached by the sales force without success.

The Solution:

TRG managed the training, calling and regularly reviewed progress with the telesales staff. The script required a number changes and modifications which were made over the first few weeks. Calling was intentionally kept to a low volume until the kinks were worked out of the script.

The Result:

By the end of the 'Proof of Concept' phase more than 30% of the prospects were opting into this program. This conversion rate was far in excess of the level required to consider the program a success and the fact that most of these new enrollees were previously not interested testifies to the power of the approach taken. 

Classifieds



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